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CLASSIFIED MESSAGE

SECRET

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PRIORITY

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RYBAT

IDEALIST RYBAT

FOR GENERAL KNOWLES FROM

REF A.

B.

C. H

D.

1. SOMETIME AGO I INITIATED A MANAGEMENT REVIEW OF OUR DETACHMENT. PURPOSE WAS TWOFOLD 1) TO TAKE A HARD LOOK AT OUR MANNING VERSUS OUR REQUIREMENTS AND 2) TO EXAMINE CRITICALLY OUR OPERATIONAL COSTS VERSUS OUR ACTUAL NEEDS. OUR GOAL WAS TO INCREASE OUR EFFECTIVENESS AND HOPEFULLY REDUCE OUR OPERATING COSTS. AN IMPORTANT FACTOR IN THE STUDY WAS THE FACT THAT WE HAVE HAD THE U-2R FOR TWO YEARS. DURING THIS TIME IS RELIABILITY HAS INCREASED AND ADDITIONALLY THE EXPERIENCE OF OUR PERSONNEL HAS INCREASED. THE REVIEW IS NOW COMPLETE AND I FEEL THE FOLLOWING RECOMMENDATIONS ARE APPROPRIATE FROM A MANAGEMENT VIEWPOINT. WHILE THEY WILL YIELD A SIGNIFICANT SAVINGS, THEY SHOULD IMPROVE

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OUR OVERALL PERFORMANCE BY CREATING MORE MEANINGFUL JOB RESPONSIBILITY. THE INITIAL PORTION OF THIS REVIEW WAS DISCUSSED WITH  DURING HIS RECENT VISIT.

## 25X1A 2. RECOMMENDATIONS ON MANNING:

A. MAINTENANCE: ELIMINATE TWO LAC MECHANIC TECH REP POSITIONS (THIS ACTION COMPLETE PER REFS A AND B).

25X1A B. POWERPLANT: ELIMINATE PRATT AND WHITNEY TECH REP POSITION OCCUPIED BY  (THIS ACTION IN PROGRESS PER REFS C AND D).

25X1A C. AVIONICS: 1) ELIMINATE THE BENDIX TECH REP POSITION OCCUPIED BY  THIS POSITION MAINTAINS THE ASN-66 NAV-COMPUTER AND THE AIR DATA COMPUTER.  GENERAL PRECISION CO. TECH REP IN CHARGE OF DOPPLER, AND STAFF TECH (X-TRAINED IN THE SYSTEMS) WILL TAKE OVER MAINTENANCE.

25X1A 2) ELIMINATE ONE OF TWO COLLINS RADIO TECH REP POSITIONS. RECOMMENDED IS  WORK WILL BE TAKEN OVER BY REMAINING COLLINS TECH REP.

25X1A D. LIFE SUPPORT: ELIMINATE ARO TECH REP POSITION OCCUPIED BY  THIS POSITION MAINTAINS SEAT PACK AND SUIT REGULATOR, CONTROLLER, AND COOLER.

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PAGE 3   S E C R E T

25X1A NCOIC OF LIFE SUPPORT WILL TAKE OVER MAINTENANCE. HE RECEIVED  
TRAINING ON THIS EQUIPMENT AT   PRIOR TO HIS ARRIVAL  
SUMMER 1970.

25X1A

E. LOGISTICS: CONVERT THE POSITION OF MATERIEL FACILITY

SUPERVISOR (WAREHOUSEMAN) NOW OCCUPIED BY   TO A

25X1A

25X1A SECOND LIFE SUPPORT POSITION. THIS TO BE ACCOMPLISHED UPON  

25X1A

  DEPARTURE IN JULY 1971.   NOW HAS THREE

25X1A

  ASSISTANTS WHO ARE WELL TRAINED AND CAN TAKE OVER HIS

DUTIES.

THE NEW LIFE SUPPORT TECHNICIAN (T/SGT) WILL BE USED TO SUIT

UP, LOAD, AND RECOVER THE SECOND PILOT WHEN TWO AIRCRAFT TAKE-OFF

AND LAND WITHIN A SHORT PERIOD OF TIME. ADDITIONALLY, HE WILL

ASSIST IN EQUIPMENT MAINTENANCE AND SURVIVAL TRNG AND BE USED AS

A BACK-UP FOR   DURING LEAVE AND ILLNESS. PRESENTLY, THEDAVID CLARK TECH REP,   ACCOMPLISHES THIS ALTHOUGH HISJOB DOES NOT REQUIRE IT. IF   REPLACEMENT REFUSES TO HELP,

WE HAVE A PROBLEM. HENCE, THE NEED FOR A SECOND BLUE SUITER IN

LIFE SUPPORT (THAT WE CAN OBTAIN WITHIN OUR OWN MANNING). IF YOU

CONCUR, RECOMMEND THE NCO SELECED FOR THIS POSITION BE GIVEN

EXTENSIVE TRAINING IN OUR LIFE SUPPORT SYSTEMS AT   PRIOR

25X1A

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PAGE 4 [ ] S E C R E T

NCR TO HIS ARRIVAL HERE. (SAME AS [ ] TRNG).

25X1A F. STAFFING OF COMMUNICATIONS SECTION: CONVERT ALL POSITIONS

OF CT/C'S TO CT/R'S WITH APPROPRIATE REPLACEMENTS TO PERMIT ALL  
PERSONNEL TO HANDLE BW EQUIPMENT AND OPS REQUIREMENTS PLUS SIGNAL  
CENTER TRAFFIC AND EQUIPMENT. THIS MEANS REDUCE COMMUNICATORS  
FROM PRESENT SIX (TWO CT/R'S AND FOUR CT/C'S) TO FOUR (FOUR CT/R'S).

(ONE REDUCTION PREVIOUSLY PROGRAMMED FOR MAY 71, [ ] WITH 25X1A

OUR UPGRADED EQUIPMENT, HREDUCED WORK LOAD (SELCALL BETWEEN 1800  
AND 0600 SIX DAYS AND ALL DAY SUNDAY) AND TECH PERFORMANCE OF CT/R'S  
AND ELECTRONIC ENGINEER WE WILL HAVE ADEQUATE AVAILABLE SKILL. THE  
RESULT WILL BE A COMMO TEAM CONSISTING OF COIC, ELECT ENGINEER,

ELECT TECH, AND FOUR CT/R'S. (SEVEN RATHER THAN PRESENT NINE  
MAN STAFF). DURING DEPLOYMENT, WILL REQUIRE MINIMUM TDY ASSISTANCE

25X1A FROM [ ]

25X1A THESE RECOMMENDATIONS WILL BE DISCUSSED IN DEPTH WITH [ ] 25X1A

[ ] DURING HIS [ ] VISIT, 17-20 JANUARY.

G. EXECUTIVE OFFICER: AFTER A THOROUGH REVIEW OF THE FUNCTIONS  
AND RESPONSIBILITIES OF THIS POSITION IT IS CLEAR [ ] DOES NOT 25X1A  
REQUIRE A SENIOR DDS&T OFFICER (GS715) AS THE EXEC/DIR SUPPORT  
AND AT THE SAME TIME A SENIOR SUPPORT OFFICER (GS-14) AS ADMIN

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25X1A PAGE 5 [ ] S E C R E T

25X1A NCR OFFICER. ONE OF THESE POSITIONS AND INDIVIDUALS SHOULD BE  
25X1A ELIMINATED. IN THIS INSTANCE IT IS OUR RECOMMENDATION THIS BE  
[ ] THE EXEC OFFICER (GS-15). THIS DOES NOT MEAN THAT  
EXPERIENCE AND DAILY PARTICIPATION OF A DDS&T CAREER TYPE IS NOT  
25X1A EXTREMELY HELPFUL. HOWEVER, [ ] IS NOT BEING USED ANYWHERE  
NEAR HIS PROFESSIONAL CAPACITY. THE IDEAL WOULD BE A DDS&T  
OFFICER (AT THE GS714 LEVEL) EXPERIENCED IN OSA/HQ'S AS WELL AS  
SUPPORT AND ADMIN. THIS WOULD MAKE AVAILABLE TO THE [ ]  
25X1A COMDR INSIGHT INTO BOTH S AND T AND [ ] REGULATIONS AND ADMIN.  
THE ALTERNATIVE WOULD BE TO HAVE A SENIOR SUPPORT OFFICER (GS-14)  
WHO HAS SPENT SEVERAL MONTHS IN OSA/DDS&T ACTIVITIES AT HQ.  
WHILE EITHER OF THESE APPROACHES WILL WORK THE PRESENT METHOD  
(A SENIOR GS-15 HAND GS-14) IS GROSS OVERSTAFFING. ACCORDINGLY,  
I RECOMMEND WE ELIMINATE THE EXEC OFFICER, [ ] AND  
25X1A COMBINE THE FUNCTIONS OF THE EXEC, DIRECTOR OF SUPPORT, AND ADMIN  
OFFICER INTO ONE POSITION CALLING IT EXEC/DIRECTOR SUPPORT WITH  
[ ] (GS-14), PRESENT ADMIN OFFICER, ASSIGNED TO THIS POSITION.  
FURTHER, RECOMMEND THE POSITION SAVED BE CONVERTED TO A POST  
ENGINEER OR PUBLIC WORKS OFFICER. THIS IS COVERED IN PARAGRAPH  
H BELOW.

S E C R E T

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25X1ANNPAGE 6  S E C R E T

H. POST ENGINEER OR PUBLIC WORKS OFFICER: CONVERT THE

POSITION SAVED IN PARA G TO THAT OF A POST ENGINEER.  HASNO ONE WHO IS KNOWLEDGEABLE IN CONSTRUCTION OR THE MULTITUDE OF  
DAILY HOUSEKEEPING MAINTENANCE PROBLEMS OF THE DETACHMENT. THIS

INCLUDES OPERATION AND MAINTENANCE OF THE EMERGENCY GENERATORS.

MOST OF OUR MAJOR WORK IS CONTRACTED AND QUALITY WORK COMPLETED

ON TIME IS AN EXCEPTION RATHER THAN THE RULE. ALL WORK IS

EXPENSIVE. AT PRESENT A LARGE PORTION

OF THE ADMIN OFFICER'S TIME IS SPENT DOING THIS WORK, EVEN THO

HE IS NOT TECHNICALLY QUALIFIED. WHAT IS NEEDED IS A POST ENGINEER

WHO IS RESPONSIBLE FOR MAINTENANCE AND GENERAL UPKEEP OF THE

DETACHMENT. WITH OUR PRESENT INDIGENOUS LABOR FORCE (WITH POSSIBLE

ADDITION OF MASON AND PLUMBER) THE POST ENGINEER CAN ACCOMPLISH

THE BULK OF MAINTENANCE AND UPKEEP WITH AN ESTIMATED SAVINGS

OF \$10,000 ANNUALLY. (I.E. ESTIMATED 50 PERCENT REDUCTION IN OUR

25X1 FY 71,  BY USING OUR LABOR INSTEAD OF CONTRACTORS).NOTE: IF UNABLE TO ASSIGN A POST ENGINEER TO  THEN POSITION

SAVED IN PARA G MUST BE RETAINED IN FORM OF PRESENT ADMIN OFFICER

(MR. PAYNE) TO HANDLE THIS WORK AS HE IS NOW ATTEMPTING TO DO.

3. RECOMMENDATIONS FOR REDUCTION OF OPERATING COSTS:

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25X1A PAGE 7   S E C R E T

## A. TEMPORARY LODGING ALLOWANCES (TLA):

THIS EXPENSE DURING THE SUMMER MOVES CAN BE SIGNIFICANTLY

25X1A REDUCED BY AUTHORIZING   TO RENT TWO EACH THREE BEDROOM

FURNISHED APARTMENTS ON A SHORT TERM BASIS (3 TO 6 MONTHS) DURING

25X1 THE SUMMER MONTHS (EST COST OF   FOR EIGHT MONTH OF RENTAL25X1 AGAINST TLA COSTS OF APROX   FOR SUMMER OF 1971; SAVINGS 

## B. AIR TRAVEL VIA MAC.

(1) WE HAVE EXAMINED CONFINING OUR COURIER AIR TRAVEL TO  
MAC FLIGHTS AND FEEL IN MOST INSTANCES IT WILL NOT RESULT IN AN  
INORDINATE DELAY. THE RESULT IN COST SAVINGS OVER COM AIR ARE  
CONSIDERABLE I.E.  

25X1

(2) WE HAVE ALSO EXAMINED CONFINING TRAVEL OF OUR TECH  
REPS ON VACATION TO MAC FLIGHTS. HERE DELAY FACTORS ARE NOT  
INVOLVED AND THE SAVINGS WOULD APPROXIMATE  

25X1

## 4. TO SUMMARIZE, IT IS RECOMMENDED:

A. DELETE SIX TECH REP POSITIONS.

B. DELETE ONE COMMO POSITION (IN ADDITION TO ONE ALREADY  
PROGRAMMED) BY CHANGING THE COMMO STAFFING.

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C. CONVERT ONE LOGISTIC'S POSITION TO A LIFE SUPPORT

POSITION IN JULY 71.

D. DELETE EITHER THE EXECUTIVE OFFICER/DIRECTOR SUPPORT OR  
ADMIN OFFICER POSITION BY COMBINING THE RESPONSIBILITIES OF THE  
EXECUTIVE OFFICER/DIRECTOR OF SUPPORT AND ADMIN OFFICER.

E. CONVERT THE EXECUTIVE OFFICER POSITION SAVED TO A POST  
ENGINEER'S POSITION.

F. AUTHORIZE RENTAL OF TEMPORARY LODGING FOR THE SUMMER MOVES.

G. EXAMINE POSSIBILITY OF COURIER AIR TRAVEL BY MAC.

H. EXAMINE POSSIBILITY OF TECH REP VACATION TRAVEL BY MAC.

5. REDUCTIONS IN MANNING AND OPERATING COSTS ARE ESTIMATED AT:

A. COST OF SIX TECH REP

B. SIX TECH REP VACATION TRAVEL

C. COST OF TWO COMMO

D. EXECUTIVE OFFICER VS POST ENGINEER

E. TLA/APARTMENT RENTAL

F. MAC COARIER TRAVEL

G. MAC TECH REP TRAVEL (VACATION)

H. COST REDUCTION THRU USE OF PWO

AND DETACH

TOTAL \$

25X1A

25X1



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6. RECOMMEND 30 DAY NOTICE BE GIVEN TECH REPS PRIOR TO THEIR TERMINATION DUE FACT MOST HAVE PRIVATE AUTOS THEY WILL WANT TO SELL. PRESENT AUTO MARKET IS A SLOW ONE. WE ARE READY TO ANNOUNCE THE TERMINATIONS OF THE TECH REPS AS SOON AS HQ NOTICE RECEIVED.

7. ONE FINAL RECOMMENDATION IS ELIMINATION OF THE EQUIPMENT AND PERSONNEL OF THE ITEK SHOP. IN MORE THAN THREE YEARS NO OPERATIONAL MISSIONS HAVE BEEN FLOWN USING ANY OF THEIR CAMERAS. I REALIZE THERE ARE MANY REASONS WHY THE IRIS CAMERA IS STILL HERE. HOWEVER, THE COST OF THEIR OPERATIONS IS CONSIDERABLE AND WITH ONLY A REMOTE POSSIBILITY FOR THEIR USE AND WITH THE "B" 2CAMERA NOW AVAILABLE I FEEL THERE IS JUSTIFICATION FOR A RE-EVALUATION OF THEIR PURPOSE.

25X1A 8. ALL RECOMMENDATIONS HAVE CONCURRENCE OF 

25X1A

 WHO WERE PART OF THE STUDY TEAM.

9. THERE ARE DETAILS THAT WERE LEFT OUT DUE THE LENGTH OF THIS MSG. TO FURTHER AMPLIFY OUR PROPOSED COST REDUCTIONS (AND IN

25X1A PARTICULAR REDUCTION OF  DISCUSS THE FORTHCOMING BUDGET, AND OTHER AREAS OF MUTAL INTEREST, RECOMMEND  VISIT HQ

25X1A

25X1A IMMEDIATE FUTARE. LAST  REP VISIT TO HQ WAS IN MAR 70.

THIS WAS MY VISIT.

S E C R E T

BT